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AUTHOR Mason, Joan L.
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ABSTRACT

This combination workshop guide and course description is intended to equip persons belonging to nonprofit volunteer organizations with the skills required to develop an action plan for identifying community resources and mastering effective methods of obtaining support for volunteer programs. The training emphasizes that 80 percent of fundraisers' time should be spent in the preparation of putting together the resources and 20 percent should be spent on the actual process of solicitation. The packet consists of a lesson plan, transparency masters, handouts, checklists, questionnaires, training exercises, tip sheets, and reprints of journal and newspaper articles designed to accomplish the following workshop objectives: (1) to present a historical perspective of American philanthropy; (2) to instruct participants in preparing an organization for the mobilization process; and (3) to train participants with principles in methods of soliciting support from the private sector (corporations, foundations, and individuals). (MN)

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MOBILIZING COMMUNITY RESOURCES

WORKSHOP OUTLINE

AND COURSE DESCRIPTION

Joan L. Mason

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(303) 753-9077

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MOBILIZING COMMUNITY RESOURCES

There is a continuing need to seek new and creative ways to either maximize the existing resources of volunteer organizations or to increase the support thereby creating yet a broader base from which to operate.

The rule of thumb in fund raising is that if 40% of the support of an organization comes from one source - the organization could be in for problems. The reasoning is simple: with one corporate or legislative change of mind the resultant reduction of funding with that high a percentage coming from that source could be devastating to the organization's present and future operation.

The purpose of this skill area is to show the non-profit volunteer organization what ACTUALLY IS EFFECTIVE in mobilizing resources - either from current or outside sources. There are tried and true methods that are working even in the changing and competitive atmosphere of fund raising today. The step-by-step process contained in this skill area is the way to gain that success.

The true focus of the training is simple .... 80% of the time should be spent in the preparation of putting together the resources - 20% spent in the actual process of solicitation. If this process is carefully followed, success should follow.

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Skill Area: Mobilizing Community Resources

Purpose: To identify ways to access community resources to support volunteer activities.

Skill Area Goal: To enable participants to develop an action plan which identifies specific community resources and defines methods of approach to obtaining support for volunteer programs.

Target Audience: Volunteer non-profit organization directors and board members. (For Objective #3, also resource development staff members.)

OBJECTIVE	CONTENTS	METHOD	TRAINING AIDS
1. To present a historical perspective of American philanthropy	Trainer will relate the long history of philanthropy to participants and to convey the "science" of research in philanthropy today.	Presentation by trainer.	Flipchart, easel, markers.
2. To instruct participants in preparing an organization for the mobilization process.	Trainer will relate the importance of involving the entire organization in the process of mobilizing community resources to open up the group for finding hidden resources currently in the organization.	Presentation by trainer.	Flipchart, easel, markers, handouts.

OBJECTIVE	CONTENTS	METHOD	TRAINING AIDS
3. To train participants with principles in methods of soliciting support from the private sector (corporations, foundations and individuals).	Trainer will acquaint participants with principles to be followed by non-profit organizations in soliciting private sector support and relate fundraising techniques.	Presentation by trainer.	Flipchart, easel, markers, handouts on reasons corporations give money.

WHAT ARE THE ELEMENTS THAT MAKE A GOOD FUND RAISER?

1.) A PERSON/ORGANIZATION/BOARD THAT EMBRACES CHANGE

2.) REBELS AGAINST THE NORM

3.) CONTINUES TO HAVE AN OPTIMISTIC OUTLOOK

4.) MOTIVATED FROM WITHIN (EMOTIONALLY BUT ALSO $$$$)

5.) DEMONSTRATES A WILLINGNESS TO FAIL

6.) DEMONSTRATES A WILLINGNESS TO FACE UNCERTAINTY

TRUTHS ABOUT FUNDRAISING

. 90 of your support comes from friends of the organization and/or developed relations.

. If 40% of your funds comes from one source, your resource development program is in trouble!

. The average American gives $350 to charity each year.

. Low income individuals gives (%) more than wealthy individuals.

. RESOURCE DEVELOPMENT HAS TO INVOLVE:

    . DEALING WITH FUTURES OF THE ORGANIZATION

    . IMPROVING THE HUMAN CONDITION

. The 'good old boy's network' of fund raising doesn't apply anymore, fundraising is a delicate art concerned with timetables, cost effective proposals, involved boards of directors and committed staff members.

. A cash flow problem is not enough reason to raise money.

CHARACTERISTICS AND TRAITS OF THE EVOLVING VOLUNTARY ORGANIZATION - by Rick Miller

Characteristics	Underdeveloped	Developing	Developed	Advancing	Actualizing
STAFF	High turnover at all levels; little experience	Regular turnover but not high; 1 and one-half to 3 years experience.	Minimum turnover especially in exec. position; 3 years experience exec. position.	Low turnover especially exec. Minimum in program. 7+ yrs. experience, 2+ yrs. program highly aggressive administrator.	Rare turnover especially exec. 15+ yrs. Special staff highly sophisticated.
BOARD	High turnover; recruitment not organized; poor orientation of members	Regular turnover but not high; leadership begins to emerge; planning initiated;proper orientation designed but sporadic.	Key Board Members stabilized; attention turning to quality; numbers adequate (15-25 regular).	Quality emphasized; more concern given to role of the Board Members; clearly active in org.	Board self motivating; role clearly identified and accepted.
PLANNING	Little or no real planning; high anxiety with ref. to future.	Objectives set; realistic movement begins and can be tracked; anxiety reduced.	Objectives being met, remaining the same from year to year.	New objectives introduced; planning becomes sophisticated.	Planning highly sophisticated.
COMMUNITY RELATIONS/IDENTITY	No real community identity/acceptance.	Acceptance being gained by community and fellow orgs.	Position (role) in comm/org. earned and believed contributing.	Emerging as a leader in the community.	Highly accepted by outside orgs.; assumes leadership & has following
CLIENTS	Poor client attendance.	Attendance shows some stability, with membership growth.	Attendance regular & predictable; membership remains same yr. to yr.	New populations served.	Excellent attendance; good balance of members.
PROGRAM	Programs sporadic.	Strong core programs emerging; beginning to stabilize.	Core program stabilized; good balance in core programs.	Core programs stabilized; excellent balance; special programs introduced.	Core and special programs highly complementary
FINANCIAL DEVELOPMENT	Existing day to day; high degree of frustration; high experimentation; high labor investment with little payoff.	Sources of regular revenues begin to be identified through experimentation; multiplicity considerably reduced.	Revenue sources remain constant yr. to yr.; cost of living & inflationary increases only real concerns.	New sources explored; grants/endowments.	Old & new monies completely insure org. future.

Over-All Questionnaire:

How Are Our Vital Signs

Read over each one and circle the appropriate response.

Statements	*Doing This Very Well*	*Doing This Well*	*Doing This O.K.*	*Doing This Poorly*	*Not Doing This*
1. Information on community needs and resources is collected yearly and is easily accessible.	5	4	3	2	1
2. We spend adequate time considering community needs and relating our plans and priorities to the needs.	5	4	3	2	1
3. We ask people in our organization what they think our organizational needs and priorities are.	5	4	3	2	1
4. We are interested in how people feel about working here.	5	4	3	2	1
5. We collect information on what our members want and need.	5	4	3	2	1
6. The purposes and goals of our organization, each program, and each committee, are identified.	5	4	3	2	1
7. We consider past performance, needs, our resources, and then set objectives.	5	4	3	2	1
8. Our plans clearly identify objectives, tasks, who will do what, and target dates for review and completion.	5	4	3	2	1
9. Our plans are based on careful consideration of alternatives.	5	4	3	2	1
10. When work is allocated, people make sure the work loads are realistic and agreed to.	5	4	3	2	1
11. People follow through on plans and commitments.	5	4	3	2	1
12. People's efforts are co-ordinated.	5	4	3	2	1
13. People are advised when problems arise in implementing plans.	5	4	3	2	1
14. Appropriate people are consulted before plans are changed.	5	4	3	2	1
15. People work together on problems that arise as conditions change or as plans are implemented.	5	4	3	2	1
16. Every year, we review the previous year's objectives, accomplishments and methods to identify needed changes.	5	4	3	2	1
17. Each year, we review what each board member and each key staff person did in the previous 12 months to assess strengths and weaknesses in what was done and how it was done.	5	4	3	2	1

continued next page

Statements	Doing This Very Well	Doing This Well	Doing This O.K.	Doing This Poorly	Not Doing This
18. Each sub-group of the organization (committees, program groups, etc.) evaluates past activities.	5	4	3	2	1
19. The strengths and weaknesses of our meetings are regularly evaluated.	5	4	3	2	1
20. We provide time to learn from past experience.	5	4	3	2	1
21. We maintain regular contact with other organizations (funders, similar organizations) to keep them informed.	5	4	3	2	1
22. Inside this organization, people provide each other with adequate information for problem solving and planning.	5	4	3	2	1
23. When people tread on each other's toes, the situation is handled respectfully and effectively.	5	4	3	2	1
24. People say what they think and feel, in a way that promotes problem-solving.	5	4	3	2	1
25. The roles of board and staff are clearly understood.	5	4	3	2	1
26. People feel they are valued members of this organization.	5	4	3	2	1
27. People feel they belong.	5	4	3	2	1
28. People can find challenging and satisfying things to do in this organization.	5	4	3	2	1
29. Jobs that are hard to fill are viewed to see how they might be reorganized to be more satisfying.	5	4	3	2	1
30. People feel they are making a contribution.	5	4	3	2	1
31. We have attractive print materials about our organization, jobs to be done, programs, and needs.	5	4	3	2	1
32. We have orientation materials and programs appropriate for board members and volunteers.	5	4	3	2	1
33. We keep up-to-date, useful records on community needs, contact people, funders and resources.	5	4	3	2	1
34. We have agreed-to processes for evaluating the strength and weaknesses of committee and board meetings, and other working relationships.	5	4	3	2	1
35. We have accepted procedures for regularly reviewing the roles of board and staff.	5	4	3	2	1
36. This organization provides a learning environment in which people get support, encouragement, and feedback.	5	4	3	2	1
37. Support and resources are available to help people learn new skills.	5	4	3	2	1
38. People are encouraged to develop skills and knowledge about conducting meetings.	5	4	3	2	1
39. People know several methods of planning and problem solving.	5	4	3	2	1
40. When new people arrive they are given useful information about this organization.	5	4	3	2	1

SCORESHEET

How Are Our Vital Signs

Transfer your scores from each question to the corresponding numbered boxes below. Then add up your scores for each set of five questions, under each of the lettered columns, to obtain your own individual perception of how your organization is functioning.

	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*
	1	6	11	16	21	26	31	36
	2	7	12	17	22	27	32	37
	3	8	13	18	23	28	33	38
	4	9	14	19	24	29	34	39
	5	10	15	20	25	30	35	40
Column Totals								

Columns A - H correspond to the EIGHT BASIC ORGANIZATIONAL PROCESSES, as detailed in Chapter 2.

A Assess Needs
B Plan
C Implement
D Evaluate
E Manage Relationships
F Motivate
G Provide Resources
H Develop Skills/Competency

A high score indicates you feel that your organization is performing well for a specific process, while a low score indicates that there is room for some improvements.

QUESTIONNAIRE:

We Decide to do Things But Nothing Happens

Read over each one and circle the appropriate response.

	Doing This Very Well	*Doing This Well*	*Doing This O.K.*	*Doing This Poorly*	*Not Doing This*
1. We carefully explore the need for each new project before we decide to do something.	5	4	3	2	1
2. Once or twice a year we get reports on what's happening in the community and adjust our activities accordingly.	5	4	3	2	1
3. For every project we undertake, there are several people who strongly back it and who take a personal interest in it.	5	4	3	2	1
4. We make a survey of the existing programs available from other agencies before we begin to plan.	5	4	3	2	1
5. The information we use to make decisions is based on up-to-date facts about current needs.	5	4	3	2	1
6. We usually try to get consensus on new projects and avoid voting if we can.	5	4	3	2	1
7. The full implications of every new change are thoroughly discussed before we decide to go ahead.	5	4	3	2	1
8. Several alternatives are carefully weighed before a decision is made.	5	4	3	2	1
9. Prior to any significant change, we make sure to get the input of our other units before we decide what to do.	5	4	3	2	1
10. We are not overloaded with too many projects.	5	4	3	2	1
11. Our board has a good track record in successfully implementing new programs.	5	4	3	2	1
12. Outsiders would likely describe us as an organization that is open to new ideas, new people, and new projects.	5	4	3	2	1
13. Once we decide to do something, everyone affected is clear on exactly what they are expected to do.	5	4	3	2	1
14. People who are expected to take leadership in a new project are given written descriptions of what is expected of them.	5	4	3	2	1
15. Clear work-plans are laid out with dates and times for completion specified.	5	4	3	2	1
16. We have procedures that we use to follow up progress once we decide to act.	5	4	3	2	1
17. When someone who is responsible for a project fails to get the ball rolling, we decide fairly quickly to either provide special assistance or to relieve that person of their duties.	5	4	3	2	1
18. Informal sources in the community are used to tell us how things are going.	5	4	3	2	1
19. When things begin to slip behind schedule, we regroup soon enough to decide what to do.	5	4	3	2	1

	Doing This Very Well	*Doing This Well*	*Doing This O.K.*	*Doing This Poorly*	*Not Doing This*
20. Reports are prepared on each program that include assessments of the major aspects of the program plus recommendations.	5	4	3	2	1
21. While members of our board may often disagree with each other, there is a good level of trust.	5	4	3	2	1
22. We get along well with our funding agencies and solve problems when difficulties arise.	5	4	3	2	1
23. We organize our meetings so that there is ample time for members to meet and chat informally before, during and after the meeting.	5	4	3	2	1
24. Our board has good relationships with its committees.	5	4	3	2	1
25. Each person on the board expresses what they think and how they feel about a change before it is adopted.	5	4	3	2	1
26. Once a change is adopted, the chairperson shows active support for it, and takes initiative to see that things happen.	5	4	3	2	1
27. We prepare the clients or users of our services before we initiate a change that affects them.	5	4	3	2	1
28. Once a change is adopted, the majority of board members actively support it and pitch in to make sure it is successful.	5	4	3	2	1
29. People in our association are given recognition for their contributions.	5	4	3	2	1
30. People on the board meet informally to talk over issues and concerns.	5	4	3	2	1
31. People work on projects that they are most interested in.	5	4	3	2	1
32. Members of the board are assigned leadership responsibilities for any new program the board undertakes.	5	4	3	2	1
33. We carefully budget each new program area so that the proper funds are available.	5	4	3	2	1
34. Program volunteers have access to typing and copying facilities.	5	4	3	2	1
35. Our lists and records are up to date and easily accessible to volunteers.	5	4	3	2	1
36. As volunteers move up in the organization, we encourage them to develop their leadership skills.	5	4	3	2	1
37. We encourage our members to stay up to date on their areas of interest.	5	4	3	2	1
38. We have materials people can read to learn about their job.	5	4	3	2	1
39. We operate short courses or send people to courses so they can acquire the skills needed to do their jobs.	5	4	3	2	1
40. We provide one-on-one assistance training for people who need help in implementing change.	5	4	3	2	1

SCORESHEET

We Decide to do Things But Nothing Happens

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A high score indicates you feel that your organization is performing well for a specific process, while a low score indicates that there is room for some improvements.

Societal Trends That Affect Fund Raising Of The Future

Baby Boomers: 70 million born between 1946-1964. Have had major impact on every phase of our economy. "Like a very large mouse going through a very small snake."

Effects on fund raising:

- the strength of their numbers to a cause
- not yuppies — constraints on their disposable income (Vietnam to double-digit inflation) have made them more selective
- twice as well educated as previous generation
- marry later, have children later, divorce more
- not as loyal to college — question education
- peak years of earning in 1990's

Growth of Minority Populations: By 1990, 25% of our population. By the year 2000, one out of three will be nonwhite. 1980 cesus shows average American is 31 years old; average Black is 25 years, and average Chicano is 22 years of age.

Effects on fund raising:

- their numbers
- VALS-→ Needs Driven category = Outer Directed
- respond to "in/peer" groups' suggestions
- treat with sensitivity and respect which they may be *consumers* of the resource for future support
- philanthropy needs to be part of an educational process

Aging of America: In 1983, there were more people over 65 in America than teens. We are no longer a nation of youth. About 210 American become 100 years old each week (as of 1980), 30,000 people over 100, and 2.2 millon over 85 years of age.

Effects on fund raising:

- volunteerism - 70% more likely
- recapture lost donors/volunteers
- planned giving more vital
- achievers' philosophy
- used to giving time

Growth of Women in Workforce:

- have begun to realize their financial power
- many will remain unmarried
- experiential and inner-directed groups
- take very seriously the issue of giving money away
- welcome planning advice
- no children will give more flexibility

We can no longer rely on one set of demographics. Need to be more open to identifying opportunities.

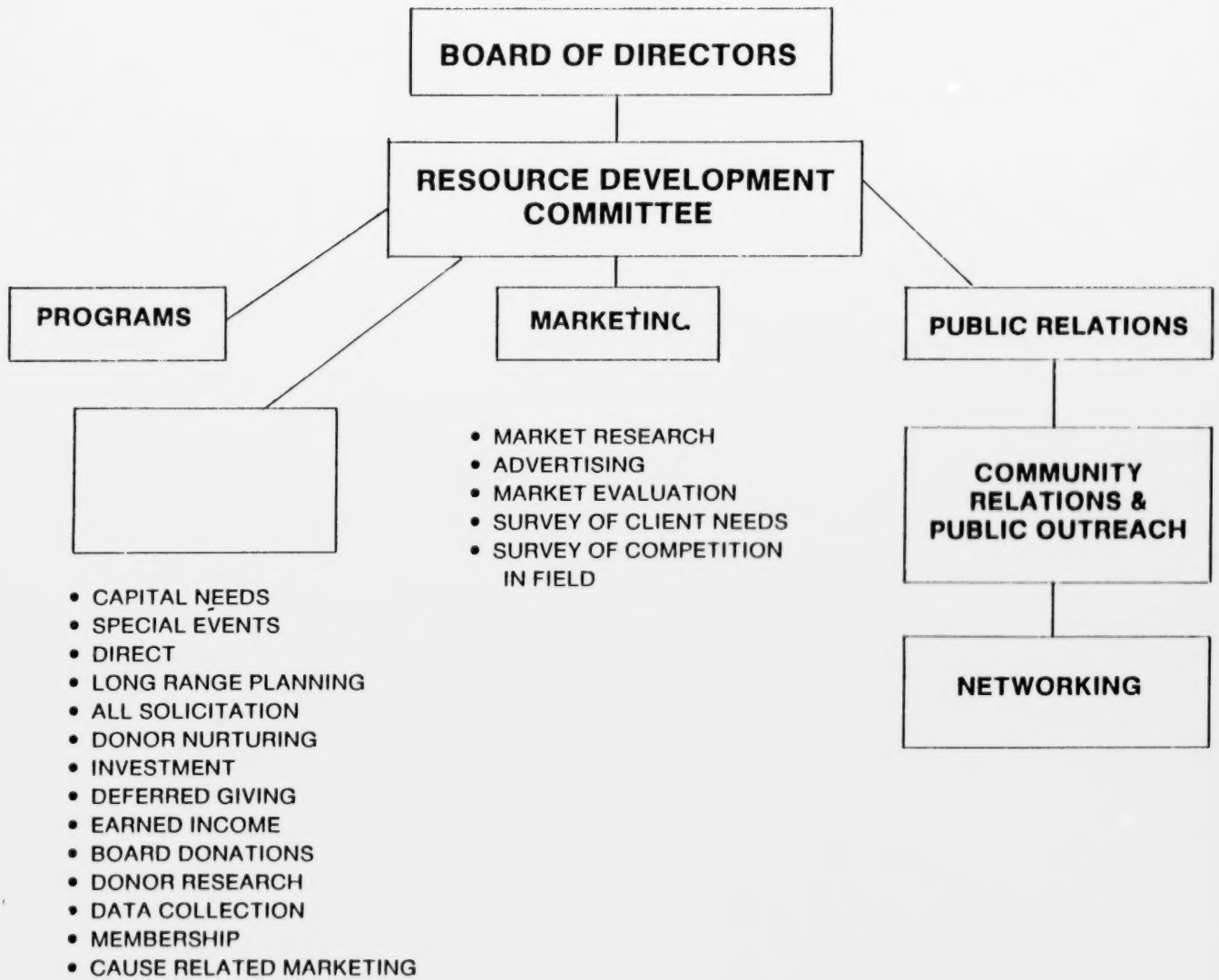
The Vals Double Hierarchy

Developed by Joan L. Mason

Resource Development
A Process!!

One Resource Development Management Model

RULES OF
- **Management**
- **Budgeting**
- **Planning**
- **Evaluation**



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POMMES Process
of Resource Development

PLANNING:

- Mission Re-evaluation
- Need for futher development of your resources
- Itemized elements of the need
- Board as head of team (launch into board discussion!)

ORGANIZATION:

- Volunteers board, staff in place
- Organization geared up to perform
- Prospecting

MOTIVATION:

- Get people to become meaningfully involved in organization
- Get *yourself* motivated

MARKETING:

- The *"Selling"* of the non profit
- Packaging, P.R. and Purpose
- Competition!!

EXECUTION:

- Let people know how to give

SELF-EVÃLUATION

- Was money raised cost effectively?
- Were there gaps?
- Can we do again?

Developed by Joan L. Mason

NON PROFIT "WISH LIST" OF NEEDED ITEMS

STAFF

Position/Program	Value Amt.
_____	$ _____
_____	_____
_____	_____

CAPITAL ITEMS

	Value Amt.
_____	$ _____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

OUT-OF-POCKET ITEMS
Currently on Budget to be Solicited as In-Kind

	Value Amt.
1) Rent _____	$ _____
2) Printing _____	_____
3) Other Vendors _____	_____

Sample Questionnaire

FOR: Board of Directors & Staff of (your organization)
PURPOSE: Increase Involvement in Fund Raising Program

As we proceed with the Resource Development Program for your organization, _____ we wanted to contact you at this time to ask for your help in several critical areas of this process. Due to the increased number of requests for funding placed before them, the donor community is taking a closer look at the involvement by the affected parties of all non-profit organizations. There are several very good reasons for this—the major one, of course, is that they want to know the level of commitment by the board and staff of _____ before they will commit THEIR FUNDS as requested and in addition the donor likes to have their employees involved in the efforts they fund.

You all have many contacts and talents that could expand our funding program on behalf of _____ _____ . If you could take the time to answer a few questions, you could enhance our efforts a great deal.

1. Are you currently a member of a civic group (Jaycees, League of Women Voters, etc.)? Is your spouse, one of your children or firm a member, and what is the name of your organization?

	Member	**Organization**
Name	_____	_____
Address	_____	_____
City/State/Zip	_____	_____

Please attach a separate page for other memberships and organizations.

2. What are some of your talents and/or interests that may help in our search for resources for the organization? For example: art, sports, music, (Art Museum, Musem of Natural History, Friends of Chamber Music, church, church choir) etc. Your involvement in one of these areas could help us arrange free music or other activities.

Talents, Interests, etc. _____

_____

_____

3. Do you have any special contacts due to your business that would enable us to obtain any special consideration for . . . media, food donations? For example, two of my clients' contacts have resulted in:

- Their Christmas party being completely underwritten by Albertson's Foods.
- A newsletter being underwritten by the bank that was the employer of a board member's wife.
- One organization obtained sponsorship and free food from McDonald's due to a board member's son being employed by an outlet.

Name form of contact: letter (include address, city, state, zip), or telephone call (include number): _____

_____

_____

_____

4. Here is how you can help (your organization) at this time. There is a trend in the business community to support organizations and services that benefit their employees. On behalf of (your organization) may we approach your employer for this type of matching support and mention your involvement with our agency's services? We would ask them for a modest indication of support to enable continuation of (mention your organization or a specific project here).

Please indicate your approval here with your signature: _____

(continued on next page)

Please provide us with an update on the NAME, ADDRESS, ZIP CODE of your employer:

NAME OF EMPLOYER: _____

PERSON TO CONTACT: _____

PERSON TO CONTACT: _____

MAILING ADDRESS: _____

CITY/STATE/ZIP _____

5. Please list the names of other family members (parents, older children, etc.) and their employers whom you believe are appropriate:

Names	**EMPLOYERS**
NAME _____	**NAME** _____
ADDRESS _____	**ADDRESS** _____
CITY/STATE/ZIP _____	**CITY/STATE/ZIP** _____
FIRM _____	**FIRM** _____
CONTACT _____	**CONTACT** _____
ADDRESS _____	**ADDRESS** _____
CITY/STATE/ZIP _____	**CITY/STATE/ZIP** _____

Please attach all others on a separate sheet of paper.

6. How much do you give to not-for-profits each year? _____

7. Would you be willing to serve on a SPEAKER'S BUREAU for several presentations per year to describe the services provided by _____ and the incredible short and long term benefits received by the community? ☐ Yes ☐ No

Thank you for helping us to assure (your organization's) services.

We have enclosed a business return envelope for your easy reply.

Please return questionnaire to us by (date).

Developed by Joan L. Mason

Program Criteria, Budgeting & Examples

HOW CRITICAL ARE THE MISSION, GOALS, AND OBJECTIVES OF AN ORGANIZATION IN TERMS OF SERVICE AND FUNDING? The following questions and answers should demonstrate:

Q. How can the content affect the "fundability" of an organization?

A. As stated in the introduction of this manual, the essense of the service provided by the programs CANNOT BE SEPARATED from the marketing and fund raising of the organization. Funders will no longer fund organizations because they have a long-term history, and "do good work." They must know the specifics of the services provided.

Q. The resulting programs of your organization (as derived from your mission statement) are very key to the organization. Can the annual re-evalation of the mission statement revise this program content effectively? effectively?

A. The content can be revised if the needs of the client base have been recently evaluated and cross checked with the current services. The revision of the programs is a must and should be based on the following criteria prior to revision or addition of a NEW PROGRAM.

Q. How can you tell is a program is successful?

A. This responds to one of the most critical needs of all — what evaluation process has been developed to determine what is and is not a successful program. One of the most exciting things about obtaining private sector support (particularly foundation and corporate support) is the need to tell the donor/funder what evaluation process has been developed BEFORE THE FACT to determine success in this area. Much has been written on the development of effective evaluation prgrams, and you can refer to the bibliography for resources.

Q. How can you develop a budget for a new program when there are so many uncertainties about the work not yet performed?

A. This is an area that, indeed, can be determined without question if the following steps are followed:

The all-important setup, pricing and funding of the program.

NOTE: A specific note needs to be made here regarding the unique position that multi-market organizations find themselves. Careful attention needs to be given to satisfying both client bases. Without understanding this point, volunteer based organizations that perceive their main job to be the development program may not consider that OTHER client bases — namely the senior or youth receiving the direct or indirect benefit from the services provided. bases. Without understanding this point, volunteer based organizations that perceive their main job to be the development program may not consider that OTHER client bases — namely the senior or youth receiving the direct or indirect benefit from the services provided.

EXAMPLE:
An RSVP program may fill an incredible need in the lives of 300 volunteers in a community, but be off base completely in meeting the needs of 4,000 identified low income seniors without hot meals and recreation services. The corporate market, in particular, relates to the 4,000 number much more readily than the 300 number. Therefore, in order to nurture that corporate relationship, more attention needs to be paid to Client Base #2 . . .

PROGRAM BUDGETING REQUIRES THE FOLLOWING:

- Cost based budgeting must be accommodated by determining the 12-month cost of running the program — both direct (out-of-pocket) and direct expenses.
- One of the most valuable (AND THE ONLY EFFECTIVE WAY!) ways to determine the true cost of a program is to allocate the appropriate amount of staff and administrative time to the program it deserves. The only way to do this is for the STAFF OF THE NON PROFIT ORGANIZATION TO CARRY DAYTIMERS AND BEGIN TO COUNT THEIR DAYS IN EIGHT ONE-HOUR SEGMENTS. Yes, just like an attorney or consultant. Without this concise look at the time need, effective budgeting cannot occur and the program will eat into the time allocated to another program.
- You must know your competition. Ask for the price tag on their similar program (per client, per unit of service, or whatever), and be sure your s is competitive. The donor will know if it is way off.

(continued on next page)

PROGRAM DEVELOPMENT CRITERIA

- Does this program still meet an identified need?
- Can a budget be wrapped around this program?
- Does this program fit into the framework of the other programs of the organization?
- Is there another organization providing the same services provided in this program?
- Do you have an evaluation process developed to monitor the success of this program?
- Is this new program fundable?
- Is there existing or new money available to pay for this program?
- Does the new program relate directly to the mission of the organization?

EXAMPLE:
The Tri-County Center for Family Violence quickly found—in the re-evaluation of their mission statement—that there was an overwhelming need to start an evaluation and treatment program (off-site, of course!) for the abusor in the family. The eventual mission, if possible, was the re-establishment of the family unit as one healthy entity. The steps that followed were:

- **NEW MISSION STATEMENT** = "The Tri-County Center for Family Violence is a non profit organization dedicated to the re-establishment of a healthy family unit in the instance of family violence through treatment of the family unit and housing of the involved women and children."
- **GOALS AND OBJECTIVES** = REMAIN THE SAME — TREATING AND HOUSING
- **PROGRAMS** = *Now includes an indepth (and sometimes court directed) counseling service for the abusor in the family.*
- **FUNDING SOURCE FOR NEW PROGRAM** = A local insurance company foundation whose main market continues to be the "family unit" in health insurance.

Developed by Joan L. Mason

Corporate Giving

CORPORATIONS GIVE MONEY AWAY FOR SOME OF THE FOLLOWING REASONS:

- Income tax relief from pretax net dollars
- To be better thought of in the community
- To interact better with/and to involve their employees
- To give back to the community in which they have installations
- To learn about the social problems in their communities
- To protect their investment in their own communities (senior programs, youth, juvenile delinquency programs, etc.)
- And more . . .

THE MAIN CONSIDERATIONS THAT *MUST BE MET BY THE CORPORATE ENTITY* INCLUDE:

- To sell more products
- To make more money
- To keep good employees

CORPORATE GIVING PROGRAMS — HOW TO SOLICIT FROM THEM

Corporate giving programs are now big business. They have a clerical process, full time staffs, and committees that carefully review requests for funds on varying time tables. One of the best ways to determine what their giving policy is, is to ask for a copy of their annual report and/or corporate giving criteria. This will give you the following specifics:

- Their criteria for what they want to spend their money on — issue by issue (Levi Strauss, for instance, is very committed to Hispanic and women's issues).
- The timeline of their decision making process and whether they have a form for your to fill out, request an introductory letter, or need to see a full proposal.
- The average gift they are giving.
- The history of where their money has gone in the past.

From this matrix of information, you can begin to build the "prospect" information on this corporation and begin to determine where they would best fit in your "wish list" funding pattern.

There are a number of ways to watch for a corporation's focus. The employee base is one sure way to determine where their money will go. Rarely will a corporation fund programs in a city or state in which they have no employee base at all. If they do, for some reason there is a large product sale in that area. The other employee related funding information which is critical to determine, is *whether or not they have an employee matching gift program.* If they do, you may want to consider a board member from their employee base and/or check to see if some of your existing board or staff is involved with that organization. There are now exellent books available on matching gift programs of major corporations.

Because the corporate giving programs have become more sophisticated in the way they do business, there is certain information that they must have prior to considering your request. These include:

- A list of your board of directors (and a percentage of their financial commitment on an annual basis).
- An annual cost based budget of the expenses and income, as well as fund raising goal.
- The 501-c3 status letter from the Internal Revenue Service.
- A history of your organization and description of the program/service you want them to fund.
- Cover letter describing your intent of spending the money — timing and purpose.

More and more the corporate entity wants to have its volunteers involved in the projects they fund. By this involvement, it can greatly enhance your resource base and, as well, satisfy the needs for more community involvement by its employees. By serving on your board, or as a volunteer with your clients, these employees find themselves "invested in your process."

PUBLIC RELATIONS/COMMUNITY AFFAIRS BUDGET

This new CAUSE RELATED MARKETING CONNECTION to the marketing and public relations needs of the corporation is the WAVE OF THE FUTURE!

This public relations budget is 10 times larger (normally) than the corporate contributions budget, and is an exciting way to network the needs of the non profit organization and the corporation. This budget is made up of the entire advertising budget and/or marketing and community affairs — depending on the management style of the organization. Some key examples that are *landmark* examples in this area include:

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Example:

• The 1984 Los Angeles Olympics was the most Cause Related project of all time. The Olympics NETTED $240,000,000 AFTER ALL EXPENSES. The project of obtaining funding was to sell rights for ads, television and general public relations for a $5,000,000 contribution for each major corporate sponsor. Their various needs were met in similar ways to the following example given by the AT&T Corporation:

> AT&T was looking for a public relations effort that would show its history as being the most continuous long distance linkup of communication in the country's history. The public relations firm working for the Olympics contacted AT&T and suggested the "TORCH ACROSS AMERICA" as that project. for a cost of $10,000,000, this corporation gained more positive notoriety than in the entire combined P.R. efforts of the company's history. The Olympic effort won, they won, and the athletes certainly won. The end results were the other matching corporations that came on to match AT&T and made the Olympics a reality. The U.S. Olympic Foundation is now located in Colorado Springs, Co., and their entire mission is to hand out the net profit obtained from this initial compelling idea.

AT&T Corporation's corporate executive officer is quoted as saying, "Corporate philanthropy is not a specialty to itself. It is completely tied to business. **Our employees participate in it, thereby creating advocates from within the company that will grow and multiply.**"

They have certainly gained a reputation as excellent corporate donors with some of the stats indicating the following:

- Even at a time when some 30,000 AT&T employees were laid off nationally, their cash projection for donations in 1986 is $33 million and some $123,000,000 in-kind donations of service and products.
- Because of the volatile nature of the corporate world, they have formed the AT&T Foundation as the fiscal "funnel" for major donations.
- They have identified Feminization of Poverty and Hispanic Family Health as their main criteria for giving, with the following breakdown of the above figures for 1986:
    - 50% to higher education
    - 21% to United Way
    - 12% to social action
    - 5% to health

75% of their grants will be national and hub-city area grants (hub city grants are nine major locations of employees across the country).

25% of their commitments go to the state of New York.

OTHER EXAMPLES OF "CAUSE RELATED MARKETING" INCLUDE:

• Merrill Lynch is "adopting" symphonies.

• American Express has made the main focus of its advertising that of helping non profit efforts, including everything from arts and culture to a Super Bowl Parade in New York City!

• Nissan is spending $250,000 to maintain the beaches of Los Angeles, providing 40 trucks and paying lifeguards.

• E.F. Hutton, Weight Watchers, and Subaru are paying $50,000 per day for seven days for the largest of any women's tennis purses in history.

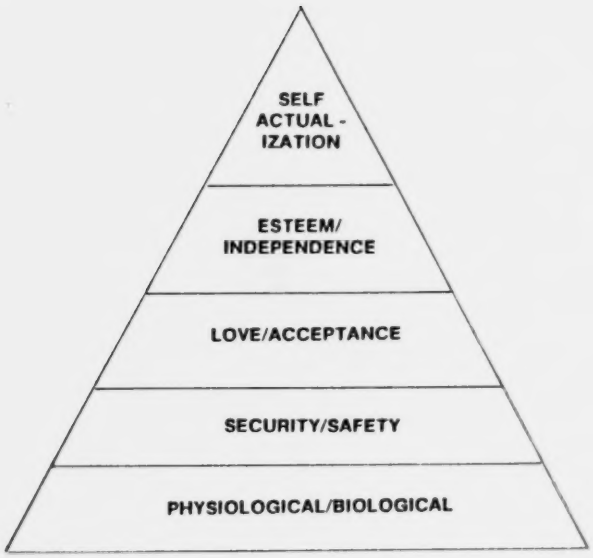
• The Statue of Liberty raised over $257,000,000 from corporate sponsorships.

Example:

> In a small community, many times the senior center may have more demographic and historical information about geriatrics than any other source. Could this organization not approach the city/county government, or a corporation that needed seniors as their market (hearing aids), and actually BROKER THIS INFORMATION for either trade of services or money for operations?
>
> One of the key ways to determine how a company might be able to help your organization is to ASK THEM. Don't pretend to know what their marketing needs are, but rather, approach them for assistance in forming a partnership. You have a lot to offer them — in your client base, and the information you have about the project you are heading. be it senior welfare or drug and alcohol abuse. Give them a chance to form that partnership with you.

Developed by Joan L. Mason

Maslow's Need Pyramid



How does this relate to face-to-face fund raising?

Very simply. Donors react to different levels of need, depending on what level they have already fulfilled. Your task as a fund raiser is to present your organization as a way your prospect can meet his lowest level of unfilled needs.

Here is how these needs can be addressed in a presentation to a prospect:

- **Security** — these needs, being low on the pyramid, offer you the best "hook." Tax advantages fit in this category, as well as advantages related to safety and protection.
- **Love/Acceptance** — you meet these needs by showing how a donation is a *joining together* with others to solve an important people-problem. It's always much more effective to emphasize "we are doing this together" rather than "you should do this" when you solicit.
- **Esteem/Independence** — you can address this need by telling a donor how his major gift will make him a respected leader among philanthropists. The more unique or large his donation, the more independent he becomes of the "common" donor.
- **Self-actualization** — if all these needs are met, the best approach to a donor is "Mr. Donor, do you want to spend your money in a really important way? A way that really makes a difference? A way that will allow your name to live on?"

When you address these needs in your presentation, you should also keep in mind that your prospect can be motivated to *gain* or *maintain* these need fulfillments. Through his donation, for example, he can both gain new stature among his peers, or maintain his present level of respect (i.e., not lost esteem).

It's a very good idea as part of your pre-soliciation preparations to list two or three questions to help your prospect discover how giving to your organization helps him improve or maintain his present level of need fulfillment. For example, under "esteem/independence," you might ask "Would you like an opportunity to prove again your strong interest in the youth of St. Louis?" (maintain self esteem) or "Would you like the chance to really take a stand and make a strong commitment to fighting lung disease?" (improve feelings of independence). A more complete list of these improve/maintain factors can be found in the following chart.

It would be naive, of course, to think human motivation can be broken down and mastered with a simple scheme like Maslow's pyramid. It just can't. In fact, each person's uniqueness makes any general approach weak.

The point of Maslow's insight for fund raisers, however, is that each prospect has a unique *combination* of needs you can address if you are prepared. Because of this, it's important to always focus on prospect needs and interests. Remember that your prospect "buys" your organization because it does something for him (not for you). You'll be a successful major gift solicitor only when you can get your prospects to show you what you can do for them. In its simplest form, then, face-to-face solicitation is a process where you draw out your prospect's needs, then offer your organization as a way he can meet those needs.

Which is just another way of saying "sell the sizzle, not the steak." As a fund raiser, you are in the business of selling client and donor benefits, not your organization's present bricks and mortar. Realizing this, you can structure your solicitation encounters to maximize your appeal to potential donors and minimize your chances of walking away empty-handed.

Addressing Basic Prospect Needs

NEED	IMPROVE	MAINTAIN
Self-Actualization	creativity, accomplishment, competence, personal growth mastering, general fulfillment as a person.	avoiding: boredom, routine, dependency, incompetence, personal stagnation.
Esteem/ Independence	individuality, freedom, pride, leadership, success, admiration, praise, recognition, prestige, uniqueness becoming "typical."	avoiding: humiliation, shame, disregard, guilt, inadequacy.
Love/Acceptance	Joining in a group, acceptance, involvement, approval of others, belonging, love.	avoiding: unpopularity, loneliness, rejection, embarrassment.
Security	Safety, protection, certainty, financial, security, predictability.	avoiding: danger, ambiguity, risk, loss of money, threat.
Physiological	Pleasure, warmth, comfort, health.	avoiding: pain, waste, inefficiency, hard work.

Developed by Joan L. Mason

STEP 1

Development of Community Resources
"Inner" Market
Identified Sub Markets

RESOURCE	CONTACT/CO.	ADDRESS(S)	PRODUCT	APPROACH			
				IN KIND	EARMARKED	OPERATIONAL	
(Sample) Hearing Aids	*John Smedley Community Affairs V.P. Elcor Hearing Aids*	*Home Office: 1600 14th St. Minn., Minn.*	*ALL Hearing Enhancement Products*	*X*		*X* *$750*	• *Received 10 free H.A. to be given away.* • *$750 general operating*
(Sample) Retail Products	*Sally Williams Corp. Giving Mervyns, Inc.*	*1) Local: 358 15th St. Denver 80218* *2) Foundation Mervyn Family Foundation Wash., D.C.*	• *Dry Goods* • *Clothing* • *All Retail*	*X*	*X*		• *Funded Seed Program of providing Hearing Aids to Seniors — Paid Oper. Cost —Earmarked.* • *Provides 15% Discount to Seniors*

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STEP 2

Development of Community Resources
"Inner" Market
Identified Sub Markets

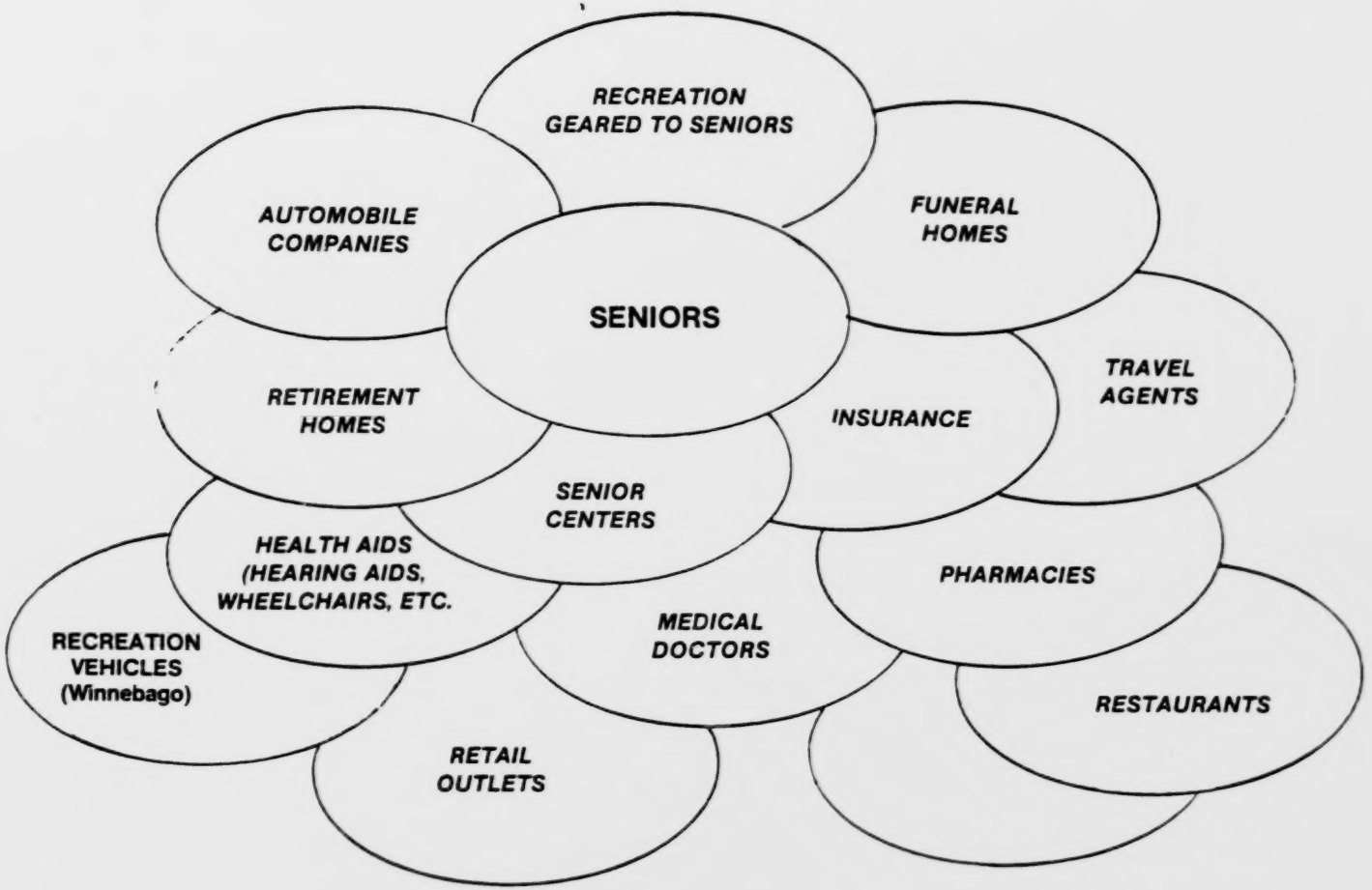
RESOURCE	CONTACT/CO.	ADDRESS(S)	PRODUCT	APPROACH			RESULTS
				IN KIND	EARMARKED	OPERATIONAL	

Developed by Joan L. Mason

STEP 2

Development of Community Resources

Non Profit Organization's "Inner" Market



NOTE:
This focus changes according to the clients served. Who makes money from *your* client base??

Developed by Joan L. Mason

Helen K. and Arthur E. Johnson Foundation

Board and Community Support

The Board of Trustees of the Helen K. and Arthur E. Johnson Foundation believe that those closest to an organization should be willing to support it financially if they are hopeful that others will do so. When a proposal is considered by the Foundation, therefore, the Board is eager to know the amounts and kinds of support received from the organization's own Board of Trustees or Directors and from the various communities it serves.

Accordingly, we would appreciate your completing the enclosed questionnaire and returning it to us at your earliest convenience. The following paragraphs may be helpful in determining the kinds of information desired.

Board Support

Essentially, there are three areas in which boards make financial contributions to an organization.

1. Personal Financial Contributions

The Board of the Johnson Foundation is not interested in knowing the amounts of individual donations, but it would like to know the total dollar amount of board contributions, the number of board members who contributed, and the percent of the board that contributed. For example, a statement to the effect that "15 board members, representing 93% of the board, contributed a total of $2,500" is sufficient.

The Johnson Foundation Board realizes that not all boards or all board members are able to give large dollar amounts, and they are willing to make subjective evaluations as to the amounts donated. The Board does believe, however, that personal contributions, in some amount, are an important obligation of all board members, and it is hopeful of seeing a significant percentage of a board making personal commitments.

Convenient and meaningful time periods during which donations have been made may be selected, but these should usually include the last complete fiscal year or the current year. If special circumstances, such as a capital campaign, have occurred, these may be mentioned.

2. In-kind Services

Many board members provide services to an organization that it would otherwise have to pay for. These would not include time spent at board or committee meetings, but they would include professional services such as legal or accounting work, gifts of services such as printing or mailing, and gifts of equipment or supplies.

Americans are older than ever

WASHINGTON (AP) — America's population is older than ever, with maturing baby boomers and the growing number of elderly pulling the median age past 32 years for the first time, Census Bureau figures showed yesterday.

"The 'Graying of America' is ... documented by its increasing age. The median age was 32.1 years on July 1, 1987," bureau statistician Louisa Miller reported.

Rising from 31.8 in 1986, it was the highest median age in U.S. history. The median is the point at which half of all Americans are older than that age and half younger.

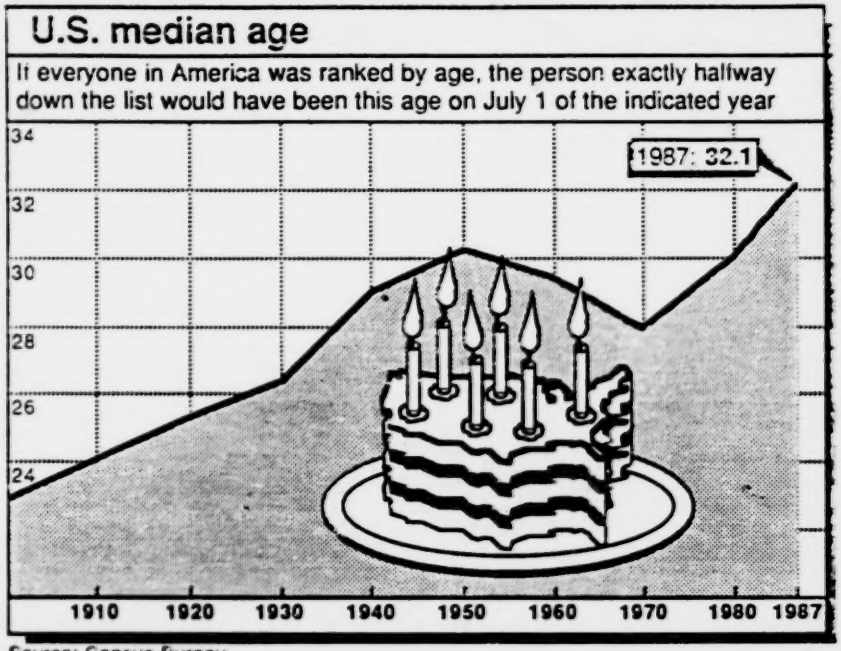
Racially, the median age for whites hit 33 for the first time, up from 32.7 in 1986. The median age for blacks was 27.2 in 1987, up from 26.9 and the first time that group had surpassed 27.

The national median rose with the help of several factors, including the growing number of elderly Americans, the maturing of the post-World War II baby boom and the small "baby bust" generation that followed.

The median age reached 30 for the first time in 1950, but the rapid growth of the baby boom that was then occurring pulled it down in the following years.

As that huge segment of the nation ages, though, it is moving the median in the other direction.

The Census Bureau reported that the 35-44 age group, the leading edge of the baby boom generation, has been the fastest-growing segment of the population since 1980, up by more than one-third.



And as improved medical care extends lifespans, the next-fastest-growing groups are those 85 and over and those 75 to 84, the report said.

"The repercussions of the baby boom are many and varied. They will continue to affect the United States for many years to come," the Census Bureau's Miller said in a telephone interview.

The boomers are now at the age where they have more discretionary income, and the effect can be seen in the nation's culture and marketing, she said.

Increasingly, there are television shows and "movies about women having babies and on topics you wouldn't have seen a few years ago," she noted.

This generation's arrival spurred a boom in sales of baby products. They then proceeded to overwhelm the school system, followed by creation of a national orientation toward teen-age music and styles.

Now, as they set up more and smaller households, they are prompting a boom in sales of housing and household goods, marketing experts say.

"Further down the road, once they begin to reach retirement age, they will obviously have a great effect on the direction the country takes," Miller said.

Meanwhile, she noted, the boomers are being followed by the much smaller baby bust generation, leaving fast-food outlets, retail stores and other businesses offering entry-level jobs searching for employees.

The boomers boosted the 35-44 age group by 33.8% between 1980 and 1987, to some 34.4 million people, the bureau reported.

The 25-34 age group remains the most numerous with 43.5 million members, but that is up only 16.8% from 1980, the study noted